

DDR-647-62

19 October 1982

MEMORANDUM FOR: The Comptroller

SUBJECT: Missions and Responsibilities,
Office of Research and Development

1. Attached is an expanded statement of the roles and missions of the Office of Research and Development. This is being forwarded per your request to the Assistant Deputy Director (Research).

2. We look forward to an early resolution to the question of manpower authorizations and funds with the DDCI.

Herbert Herbert Scoville, Jr.

HERBERT SCOVILLE, Jr.
Deputy Director
(Research)

Attachment
a/s

O/DDR/EEGiller:mh

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MISSIONS AND RESPONSIBILITIES

of the

OFFICE OF RESEARCH AND DEVELOPMENT

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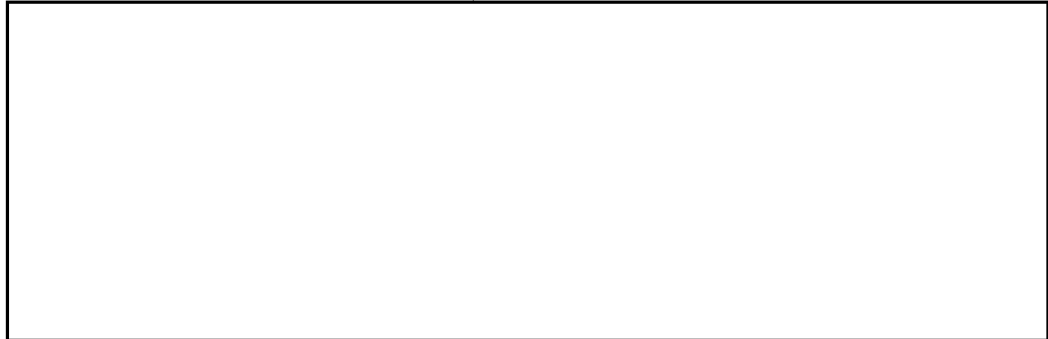
[] published 30 July 1962, placed the responsibility on the Deputy Director (Research) to conduct in depth research and development in the scientific and technical fields to support intelligence collection by advanced technical means. This was to be exclusive of those research and development activities to support agent operations, NPIC, and the Office of Communications. In order to provide a capability to accomplish this mission, the Office of Research and Development has been formed in concept. While a preliminary Table of Organization and budget have been approved, the necessary manpower slots, funds, and physical space have not been authorized.

At present, the mission of the Office of Research and Development is conceived to be that of developing intelligence applications from technological discoveries, the operation of such applications and the conception of ways and methods by which operational analysis may maximize the effectiveness of such collection operations. In order to accomplish this, the ORD will have three major divisions, which are discussed below.

Research Division

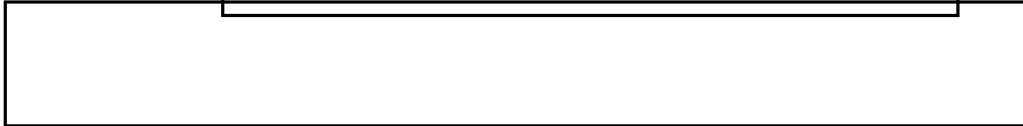
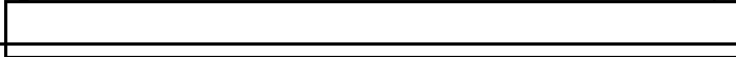
The Research Division will be concerned with the broad scope of science and the capability of new advances or concepts to be utilized for intelligence purposes, without being restricted to specific collection problems. The Division will administer a program of external research projects to advance the state of the art in possible collection techniques. The products of this Division may be applicable to the mission of other Agency components as well as major technical operations of the Deputy Director (Research). Following are a number of specific examples:

a. Major emphasis in the Research Division will be external research contracts in support of the CIA overhead reconnaissance program. Some examples are:



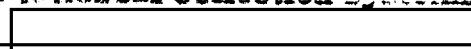
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b. A second area of interest within this division will be in the field of the physical sciences in support of the IM/R responsibility in SIGINT. Major emphasis here will be in the fields of electronics, solid state physics, and chemistry leading to major advances in the state of the art for electronic equipment.



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c. Another main area of interest within the Research Division will be external contracts on basic research leading to innovations to new advanced technical collection systems not covered in a and b, above.



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A total of ☐ slots have been requested for this Division, of which ☐ will be scientific personnel. This is a relatively small number of people, considering the entire spectrum of scientific disciplines involved. The number of contracts monitored will be large, in that most of them will be relatively small in dollar size.

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Systems Division

The Systems Division will be responsible for translating promising new ideas not falling within the purview of CSA or CCL into technical collection systems including procurement, testing, fielding and manning of such systems against specific collection targets. This Division will also conduct research and development on new ideas, concepts and techniques against specific collection requirements as opposed to the broad uncommitted research of the Research Division. The objectives of this Division will be accomplished largely through a program of external research.

The Systems Division is conceived to consist of two major subdivisions. The first, tentatively titled Concepts Branch, is concerned with applying the present state of the art to collection problems to determine feasibility. Industry generates a large number of technical proposals for new collection systems. Most of these must be taken with a grain of salt, and quite often the best parts of several should be combined to make the optimum system. This would be a responsibility of the Concepts Branch. This branch is also responsible to be knowledgeable of the U. S. applied research in scientific areas in which new technical collection systems may be feasible. In this case, they would contract with selected companies, not having a vested interest, to technically evaluate those new ideas.

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Analysis Division

The Analysis Division, unlike Research and Systems, will be primarily an in-house activity. This unit will concern itself with collection target systems analysis. The highest priority collection targets are really complex systems and there are many ways to approach the collection aspect. By a judicious combination of collection efforts against a given target system it is possible to obtain the maximum return for the minimum investment. Too often collection is made on what is apparently easily feasible and not against what really should be collected. This unit will have the responsibility for breaking down large systems and analyzing the weakness of these systems to collection. Various collection methods and concepts would be proposed. The actual collection efforts resulting from such analysis would be carried out in the Systems Division, or in CSA, GEL, or the DD/P.

[REDACTED]

[REDACTED] have been requested for this Division, of which [REDACTED] will be scientists. While this Division will have a certain amount of contract support, it is believed necessary and so intended that they themselves do much of this analysis. The complexity and delicate interactions of intelligence collection systems are such that major contracting to industry is not really feasible nor desirable. This is one area in which you must know what you are talking about.

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The distinction between the missions of Office of Special Activities, Office of Research and Development, and Office of MAINT lies in the responsibility of ORD for innovations whereas OSA and OEL are primarily concerned with the developmental, procurement, and application aspects.

An open ended mission such as that of ORD requires that a considered judgment be used in deciding on the level of effort. There is, however, a minimum effort both in funds and personnel below which little can be expected. The level of effort must be weighed against the over-all community effort and against the progress possible from successful application of science. It is the considered opinion of the Deputy Director (Research) that the resources requested for the Office of Research and Development are indeed the minimum required for an innovative program in science and technology. Certainly when weighed against the Agency's other missions and total budget structure, this must be so.

A very important but somewhat sensitive point is that in trying to attract very capable scientists to join the Agency, it is necessary to explain to them the real situation. They must see what sort of an organization they are joining, its grade structure, its roles and missions, its size, funding structure and physical location. It is unfortunately necessary to start such a package from the total concept, and it is very dangerous to let it grow like Topsy, growing for each space, dollar, and physical facility. When any industrial organization decides to go into science in a major way, this is the approach taken. Witness the large number of very major new technical organizations springing up in industry in this package fashion.